

AAdministrative
Services
Letter

09-11
Training Plan and Guide



Signed By	/s/ Marie Stephans, Chief Administrative Services Division	Number	09-11
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The Air Resources Board (ARB) Training Section has updated the Training Plan and Guide to assist you in assessing your training needs and accomplishing your training goals. We have put together an overall plan that spells out training opportunities, along with some specific course recommendations for the primary job classifications at ARB. The Training Section is dedicated to providing ARB staff with employee training programs that meet our mandate for continuing educational development, enhancing employee skills and improving productivity and quality service.

If you have any questions or need additional information, please contact the training staff listed in the [Directory of Administrative Services](#) or view the [Training Resources website](#).

Air Resources Board

Training Plan & Guide

Prepared By:
Human Resources Branch
Administrative Services

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TRAINING PLAN GOALS

In our commitment to link the Air Resources Board (ARB) Strategic Plan with the ARB Training Plan and Guide, the following training goals have been established:

- Provide training and training resources that address ARB organizational and programmatic needs as outlined in the ARB Strategic Plan.
- Improve customer service to ARB clients.
- Improve leadership, management, and supervisory skills.
- Provide up to date training information via ARBInside.

The Training Section also plans to implement ongoing improvements in training information dissemination, especially the availability of information on the [Training Resources](#) page located on [ARBInside](#). The goal is to make it easier to gain access to information about training opportunities.

LINKING ARB'S STRATEGIC PLAN TO THE TRAINING PLAN

The mission of ARB is to promote and protect public health, welfare, and ecological resources through the effective and efficient reduction of air pollutants, while recognizing and considering the effects on the economy of the State. Below is a list of the five Strategic Plan Goals:

- Goal One:** Continuously improve our understanding of the nature and causes of California's air quality problems.
- Goal Two:** Increase the effectiveness of adopted air pollution control strategies, and integrate these strategies with other regulatory processes.
- Goal Three:** Promote the development of new technologies, and adopt control strategies to attain air quality standards and reduce public exposure to air toxins.
- Goal Four:** Strengthen public education, stakeholder outreach, and quality improvement activities.
- Goal Five:** Assess the economic impacts of air quality programs, and assist businesses in meeting air quality objectives.

TRAINING REQUEST PROCESS

The registration process begins with the employee's desire to take a class that will contribute to their job expertise and/or career development. A completed [ARB Training Request Form \(ASD-27\)](#) is required to attend the class. The form is designed to capture all the pertinent information that the Enrollment Coordinator will need to successfully register the employee in the class, make payment arrangements for the class, and confirm enrollment with the employee. The form is required for **all** training, including courses, which are at no cost to ARB. This will ensure that employees obtain credit for all completed training as well as provide a record of approved time off to attend the training.

Approval signatures must be obtained from your supervisor and/or division chief in accordance with your internal division's procedures; and requires a TWO LEVEL REVIEW AND SIGNATURE for approval. Questions concerning "sign off" policies should be directed to your supervisor.

Completed requests must reach the Training Section 30 days prior to the class start date.

Registration of college and university courses is the employee's responsibility, excluding registrations for University of California (UC), Davis Extension courses. In the event a request requires immediate processing, an "EXPEDITE" label must be attached to the form. Late processing may result in additional charges. General Instructions for completing the [ASD-27](#) are as follows:

Employee Information

- **Name:** Enter the name of the employee enrolling in the training class.
- **Division:** Enter the abbreviation for the employee's division.
- **Classification:** Enter the classification for the employee enrolling in the training class (i.e., Office Technician, Air Pollution Specialist).
- **Bargaining Unit:** Enter employee's rank and file Collective Bargaining Unit (BU) identification number (e.g., 01, 02, 04, 09, 10, 11, 12, 14, or 16). Also, Executive (Exempt) classifications, Seasonal Clerks, and Student Interns are entered in this area.
- **Phone:** Enter the employee's telephone number including the area code.
- **Email:** Enter the email address of the employee enrolling in the training class.

Course Information

- **Course Title:** Enter the full name of the requested course.
- **Course Number:** Enter the number of the course that corresponds to the name of the class. Enter "N/A" if no course number is available.
- **Name/Address/Phone of Institution Conducting Training:** Enter the full name, address, and telephone number of the institution providing the training.
- **Training Location (if different from above):** Enter the name of the location where the training session will be held, if different from above. List the complete address. (e.g., Sacramento Inn, 4225 Arden Way, Sacramento, California 95825).
- **Training Date(s):** Enter the date (month, day, and year) that the training will be held. If the class is more than one day, also enter the month, day and year that the class ends. (Example: 05/21/2009 – 05/25/2009).
- **Training Time:** Enter the beginning and ending times for the duration of the class. (Example: 8:30 a.m. - 4:00 pm.) DO NOT include travel time to/from the session or time reimbursed by per diem.
- **Alternate Date(s):** Enter the date(s) of your second choice in the event your first choice is full. If no other date is available, enter "None".
- **Alternate Time:** Enter the beginning and ending time for your alternate date. DO NOT include travel time to/from the session or time reimbursed by per diem.

Registration

Please check the appropriate box on the Training Request form that applies to your training registration.

- **Will You Be Enrolling Yourself into the Training Class? Yes or No**
- **Registration Fee Paid Out Of Pocket:** Submit a travel expense claim through [California Auto Travel Expense Reimbursement System \(CalATERS\)](#), print report after submitting claim with receipt(s) attached and give to your supervisor for signature then to the accounting office for reimbursement.
- **Registration Fee Requires Advance Payment by ARB:**
 1. If vendor accepts American Express, this must be the form of advance payment.
 2. If vendor does not accept American Express, attach an approved [Revolving Fund Check Request Form \(ASD/Fiscal 255\)](#) to your Training Request form and submit to the Training Officer. Allow four to five working days to process.
- **Registration Fee Invoiced to ARB**
- **Free Training:** Training that does not require a registration fee.
- **College Courses:** Continuing education (UC Davis Extension, California State University, Sacramento (CSUS), etc.)
- **Special Accommodation Required:** Attach explanation.

Estimated Time and Expenses

- **Employee Time:** Enter the estimated number of hours the employee will be attending this training on his or her own time (NOT work time). DO NOT include travel time to/from the training site or time reimbursed by per diem.
- **State Time:** Enter the estimated number of hours the employee will be attending this training on State (work) time. DO NOT include travel time to/from the training site, or any time the employee will be attending on his or her own time.
- **Note:** Refer to BU contract or the [Reimbursement Section](#) of this Guide for more information on employee time and State time in relation to category chosen for a class.
- **Total Time:** Add employee time, State time, and total estimated hours the employee will be attending this training. Enter only whole numbers, rounding appropriately.
- **Tuition/Registration Fees:** Enter the estimated dollar amount for course tuition and registration fees for this training.
- **Book/Supplies:** Enter estimated dollar amount for course books and/or supplies for this training.

- **Travel/Parking:** Enter the estimated dollar amount for cost of travel and parking fees to attend this training. DO NOT include airline or rental car expenses.
- **Per Diem:** Enter the dollar amount for estimated per diem costs to attend this training.
- **Total Costs:** Enter the total costs to attend this training.

Training Categories (to be determined by Supervisor)

The supervisor approving the request must check ONE category out of the three listed. The category should directly relate to the course title. The employee's reimbursement eligibility is based upon the category chosen and the employee's BU contract. (Refer to the Training Policies and Procedures Guide Reimbursement section, the BU contract, or contact the Training Section for further information).

- **Job Required:** This category should be checked if the training course is necessary for successful performance in the employee's current job assignment or at the request of the employee's supervisor. This category also includes required training for all employees, e.g., new employee orientation, all safety training (including Defensive Driver Training, CPR, and First Aid), training made necessary by new assignments or technology, refresher training for the maintenance of ongoing programs, training required for managers and supervisors, or any other training mandated by ARB, law, or other State authority.
- **Job Related:** This category should be checked if training is taken to increase job proficiency or improve job performance above the acceptable level of competency established for a specific job assignment, relates to the current job assignment, or relates to the section, branch, division, or ARB's goals or mission.
- **Upward Mobility:** This category should be checked if the training is being taken to provide career movement opportunity for employees within classifications designated as upward mobility (e.g., all clerical classifications, Management Services Technician, Air Resources Technician, and Information Systems Technician classifications).
- **Career Related:** This category should be checked if the training course is taken to assist in the development of career potential and is intended to help provide an opportunity for self development, while also assisting in the achievement of ARB's or the State's mission. Career related training may be unrelated to the current job assignment.

Taxation (to be determined by Supervisor)

Effective July 1, 1992, educational assistance for reimbursement of career related and upward mobility training may be considered reportable income. However, payments made under the Department of Personnel Administration (DPA) or California State University plans are nontaxable/non reportable if the education received meets the following criteria:

1. Maintains or improves the employee's skills required in his/her employment, trade, or business; and,
2. Is not intended to meet the minimum requirement for the job and does not qualify the employee for a new trade or business.

Payment for educational assistance, which does not meet the above Internal Revenue Service (IRS) requirements for nontaxable/non reportable income, must have the approving supervisor determine if the training meets the above criteria. This information will be forwarded to accounting for submission to the State Controller's Office (SCO) as reportable income.

- **Taxable:** Training solely related to another position and not required for the present position IS taxable.
- **Nontaxable:** Upward mobility training, which maintains or improves the employee's skills required for their CURRENT position remains non taxable.

Note: All career related training is taxable. The reimbursement percentage must be entered in the space provided. See the training reimbursement matrix or the appropriate BU contract for this information.

- **Employee Signature and Date:** To be signed and dated by employee.
- **Supervisor's Signature and Date:** To be signed and dated by the first level supervisor.
- **Division Chief/Designee Signature and Date:** To be signed and dated by the second level supervisor.

NOTE: All [Training Request Forms](#) must be approved and submitted to the [Training Coordinator/Officer](#) prior to the first day of class.

CANCELLATION PROCESS

Cancellations must be requested from the [Training Coordinator/Officer](#) no less than two weeks prior to the class date. Whenever a substitution, cancellation, or transfer occurs, it must be done through the Training Coordinator/Officer.

Training institutions have specific cancellation requirements involving refunds, credits, and processing fees. If you are enrolled in a training course, but cannot attend, you must immediately notify the Training Coordinator/Officer at (916) 327-2565.

Registrations not cancelled within the time period set by the institution are subject to payment in full. To avoid these unnecessary charges, the employee must:

- Cancel with the Training Coordinator/Officer no less than two full weeks prior to the class date; or
- Locate a substitute to attend and advise the Training Coordinator/Officer.

When a substitution, cancellation, or transfer occurs, the Training Coordinator/Officer will apply the fees to the appropriate division.

No Show Policy

A "no show" is defined as a person who is registered for a class but does not attend, does not send a replacement, or does not notify the Training Officer to cancel the registration.

When an employee is a no show, their supervisor will be notified and their division charged the full registration fee. The request will be cancelled and a new one must be completed and approved in order for reenrollment to occur. Each training institution has a specific policy for late cancellations or no shows; refer to the course brochure or announcement for more information.

NOTE: Employees who do not show for a class may be held personally liable for the cost incurred by ARB.

REIMBURSEMENT PROCEDURES FOR TAXABILITY OF COLLEGE COURSES

In January 2000, SCO revised the manner in which employees are reimbursed for college level courses in excess of \$5,250 per calendar year. Educational assistance includes employer reimbursed payments for tuition, books, supplies, equipment, and similar expenses paid to an educational institution. A travel expense claim must be submitted through CalATERS and the receipt(s) must be submitted to the Accounting Office for reimbursement of college level courses up to and including \$5,250 per calendar year. Reimbursement of expenses in excess of \$5,250 per calendar year requires a copy of the approved request and proof of successful completion submitted to their Personnel Specialist for reimbursement through the payroll system.

IRS regulations require the following:

- Employees can exclude from taxes all undergraduate college courses up to \$5,250 annually, which commence prior to January 1, 2002. Any amount over and above \$5,250 is taxable.
- Effective January 1, 2000, graduate level college courses not exceeding \$5,250 per calendar year are excluded from California wage reporting and tax withholding. However, all graduate level educational assistance remains reportable and taxable at the federal level.
- All job required and job related training continues to be excluded from taxation.
- Upward mobility training, which maintains or improves employee's skills required in their current position, remains nontaxable. Training solely related to another position and not required in present position is taxable. (College level coursework is excluded up to \$5,250 as stated above.)
- Career related training designed for the development of career potential and the opportunity for self development is taxable. (College level coursework is excluded up to \$5,250 as stated above.)

Under the new SCO system for issuing payment for completion of taxable training, SCO will withhold applicable taxes out of the reimbursement prior to issuing the check to the employee. This benefit, along with the taxes paid, will be reported to the IRS and reflected on the employee's W-2 for the tax year reimbursement is made.

TRAINING REIMBURSEMENT AND STATE RELEASE TIME CHART BY COLLECTIVE BARGAINING UNIT

BU	Training Category			
	Job Required	Job Related	Upward Mobility	Career Related
01	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	Not Applicable	<ul style="list-style-type: none"> 50% - Tuition/Fees 50% - Book/Supplies 100% - Time w/Pay (for attendance during working hours)
02	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay Up to 100% - Travel/Per Diem 	Not Applicable	<ul style="list-style-type: none"> Up to 50% - Tuition/Fees Up to 50% - Book/Supplies
04	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> 100% - Tuition/Fees* 100% - Book/Supplies* 100% - Time w/Pay* 100% - Travel/Per Diem* 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees** Up to 100% - Book/Supplies** (Attendance normally on employee's own time.)
09	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay 	Not Applicable	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay
10	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay 	Not Applicable	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay
11	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> 50% - Tuition/Fees 50% - Book/Supplies (Attendance normally on employee's own time.) 	<ul style="list-style-type: none"> 50% - Tuition/Fees 50% - Book/Supplies (Attendance normally on employee's own time.)
12	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees* Up to 100% - Book/Supplies* Up to 100% - Time w/Pay* 	Not Applicable	<ul style="list-style-type: none"> 100% - Tuition/Fees*† 100% - Book/Supplies*† 100% - Time w/Pay*†
14	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees* Up to 100% - Book/Supplies* Up to 100% - Time w/Pay* Up to 100% - Travel/Per Diem* 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies (Attendance normally on own time – See BU Contract.) 	Not Applicable	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees** Up to 100% - Book/Supplies** (Attendance normally on own time – See BU Contract.)
EX	<ul style="list-style-type: none"> 100% - Tuition/Fees 100% - Book/Supplies 100% - Time w/Pay 100% - Travel/Per Diem 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay 	<ul style="list-style-type: none"> Up to 100% - Tuition/Fees Up to 100% - Book/Supplies Up to 100% - Time w/Pay

Note:

In those cases where "Up to" a certain percentage is listed, the employee's supervisor determines the reimbursement rate up to the percentage stated.

This chart was developed based on BU contracts, the ARB Upward Mobility Plan, and Training Policies. Employees and supervisors are strongly advised to review the appropriate BU contract and the ARB Upward Mobility Section of the Equal Employment Opportunity Program Plan for specific provisions, which may apply prior to making any commitment to, or approval of reimbursement of training related costs.

* Different amounts of time and cost reimbursement may be provided to employees in similar situations – See BU Contract.

** Reimbursement may be provided only if requested prior to enrollment in non required career related training (documented and approved under "Estimated Time and Expenses" of Training Request Form ASD-27).

† Per Article 16 Career Development of the BU 12 Collective Bargaining Agreement, an employee may receive reimbursement only if application is made prior to enrollment in non required career related training (documented and approved under "Estimated Time and Expenses" of Training Request Form ASD-27).

COLLECTIVE BARGAINING DESIGNATIONS

BU	DESCRIPTION	EXCLUSIVE REPRESENTATIVE
01	Administrative, Financial and Staff Services	Service Employees International Union (SEIU)
02	Attorney and Administrative Law Judges	Association of California State Attorneys (ACSA)
04	Office and Allied	Service Employees International Union (SEIU)
09	Professional Engineers	Professional Engineers in California Government (PECG)
10	Professional Scientific	California Association of Professional Scientists (CAPS)
11	Engineering and Scientific Technician	Service Employees International Union (SEIU)
12	Craft and Maintenance	International Union of Operating Engineers (IUOE)
14	Printing Trades	Service Employees International Union (SEIU)
21	Educational Consultant, Library & Maritime	Service Employees International Union (SEIU)

INDIVIDUAL DEVELOPMENT PLAN (IDP)

The IDP is an advancement tool. Individual development planning is a process by which an employee, cooperating with their supervisor, prepares an action plan leading to increased use of talents and skills. This is done by outlining on the [IDP \(STD. 637\)](#), the training necessary to achieve career satisfaction and/or career advancement. By listing the employee's training needs, it gives both supervisor and staff a clear direction for training and educational goals. An updated IDP is required annually.

Employees are encouraged to use the following guide entitled "[ARB Recommended Training by Level](#)" to assist supervisors and staff in identifying training opportunities:

ARB RECOMMENDED TRAINING BY LEVEL

All Levels

- Defensive Driver Training
- Sexual Harassment Prevention Training
- Safety Training
- Violence Prevention in the Workplace
- Orientation/Air Academy
- Written Communication
- E Communication

Entry/First Working Level

(OT, AR Tech, SSA, Instrument Tech, APS, ARE, ARFR I)

- Grammar
- Writing Letters and Memos
- Writing Skills for Analysts
- Analytical Skill Development
- Completed Staff Work
- Customer Service
- Critical Thinking
- Problem Solving and Decision Making
- Time Management
- Technical Training (specific to program area)

Journey Level/Specialists/Engineers

(AGPA, APA, Instrument Tech [Range B], APS, [Range B], ARE [Range B], ARFR II)

- Conflict Resolution
- Effective Meetings
- Leadperson Workshop
- Presentation Skills
- Negotiation Skills
- Technical Writing
- Program Analysis and Evaluation
- Communicating with Data
- Advanced Air Academy

Supervisory/Managerial

(SAPS, ARFR III, SSM I/II, ARS I/II, CEA)

- Basic and Advanced Supervision
- Team Building
- Communication/Coaching
- Interviewing Candidates
- Mentoring
- Workforce Diversity
- Performance Metrics
- Creative Discipline
- Collaboration Skills
- Conflict Management
- Change Management
- Coaching and Skill Transfer Workshop

REQUIRED/RECOMMENDED TRAINING

The following items outline the required and recommended training courses for ARB employees. Courses are designed to provide employees with the skills and abilities needed to assist them in becoming more productive staff members. These classes also address increased quality of service, consistency throughout ARB, and allow opportunities for staff to improve their potential. It is the Branch Chiefs' and Section Managers' responsibility to ensure that staff complete the required training. Technical training requirements are not addressed in the following recommendations.

REQUIRED TRAINING

Air Academy

The Air Academy provides new employee orientation to increase the technical competency of staff, bring uniformity, and formality to the training of all ARB employees, and enhance educational and career opportunities. Each ARB division or office provides speakers who explain their duties or program and the ongoing challenges of fighting air pollution. Peer instructors teach this course, which provides the opportunity for new employees to meet and talk with the individuals who are responsible for their division's programs. This is a three day course that includes the basic building blocks of air quality science and the major programs of each division. Also included are special topics like global warming, current policy priorities and top technical issues. Attendees have the opportunity to be brought up to date on the most current developments throughout ARB. You can expect the Air Academy to be a unique, interesting and enjoyable learning experience. To register: <http://www.arb.ca.gov/training/courses.php?course=195>.

Defensive Driver Training

Employees who drive for State business are required to complete Defensive Driver Training every four years. Additionally, the employee must retain their certification card, issued at the time of the class, for the certification to remain valid. Classes are offered through the Department of General Services, Office of Risk and Insurance Management. The class covers drivers' aptitudes, rules of the road, techniques for avoiding or minimizing accidents, defensive driving strategies and handling emergency and hazardous driver situations. The Defensive Driver Training is available at no cost. Vanpool Driver Training, and in special circumstances, one on one driver training are also available. ARB will announce class dates and information on the ARBInside as it becomes available.

Sexual Harassment Prevention Training

As an equal opportunity employer, ARB is committed to an active Equal Employment Opportunity (EEO) Program. All ARB managers, supervisors, employees, and contract employees are expected to work professionally, complying with the principles of EEO and with the State and federal law. ARB takes appropriate preventive actions to ensure compliance with policy.

The Management Services Branch periodically holds in house classes to provide employees with a clear understanding of discrimination and sexual harassment and how they impact the workplace.

The California Fair Employment and Housing Act, requires this for all managers and supervisors. Employers must provide ongoing training for all supervisors, consisting of at least two hours of sexual harassment prevention training every two years. All newly appointed supervisors are required to participate in training within six months of hire.

Safety Training/Injury and Illness Prevention Program

Safety training is an integral part of the ARB training program. Each fiscal year, several types of training are planned to meet safety training requirements of the State. Additional training is planned to provide ARB staff with the latest information on safe procedures in difficult situations. Safety training topics include:

- * Personal and Workplace Safety
- * Violence in the Workplace
- * Defensive Driver Training
- * Heat Illness Prevention
- * Respiratory Protection
- * Hearing Protection Program

First Aid, Cardiac Pulmonary Resuscitation (CPR) and Automated External Defibrillator (AED)

Classes will be provided for designated ARB staff, such as Emergency Team members, and some staff positions. All classes are certified by the American Red Cross to provide basic urgent care training. Included are one rescuer CPR, emergency aid for choking, control of bleeding, poisoning, burns, and other basic first aid and AED certification. Classes are held on site and off site through the Medic First Aid and through the American Red Cross.

Ethics Training

In compliance with Assembly Bill 3022, ARB's Office of Legal Affairs provides training for ARB staff and officials who are required to file a [Statement of Economic Interests \(Form 700\)](#). Ethics orientation is discussed annually at the Conflict of Interest Filing Seminar/Ethics Orientation. The seminar is designed to help staff better understand their responsibilities, who has to file and why, how to correctly fill out the form, and penalties assessed for late filers. Ethics training is available in two formats: a two hour video; or online internet training that is available through the Office of Attorney General at <http://caag.state.ca.us/ethics>. After initial completion of ethics training, a reorientation is required to be taken every two calendar years thereafter.

RECOMMENDED TRAINING

Wellness Training

Periodically, classes are held on various health and fitness topics that contribute to overall ARB staff wellness. ARB's Wellness Coordinator arranges wellness classes and announces them on the ARBInside page.

Employee Assistance Program Orientation

[DPA](#) provides two classes, one for supervisors and one for employees explaining available services and how to access them. Watch for class dates and other information on the ARBInside page.

Toastmasters

Staff is encouraged to attend the [CARB-Orators Toastmasters Club](#). The meetings are held during lunchtime at ARB Headquarters building. Toastmasters are dedicated to developing public speaking skills. Members learn in a supportive group atmosphere to overcome the fear of public speaking and to speak confidently and comfortably in a variety of situations. Membership dues are paid from ARB training funds.

Cooperative Personnel Services (CPS)

[CPS](#) supports employee development by providing a professional learning environment, materials, and instructors. CPS instructors are knowledgeable and experienced trainers who promote interactive adult learning. Their courses are focused on the skills and knowledge that employees need to succeed in today's workplace. Courses are offered in the following subjects:

- Analytical Skills
- Budgeting Skills
- Career Development Skills
- Compliance Courses
- Leadership Skills
- Managerial Skill Development
- Math Skills
- Personal Development Skills
- Presentation, Instruction, and Facilitation Skills
- Relationship and Behavior Development Skills
- Supervisory Skill Development
- Team Development Skills
- Writing Skills

LEADERSHIP TRAINING

The following programs are offered to enhance leadership effectiveness to employees seeking or currently in management positions:

UC Davis Management Development Program

[\(UC Davis Extension – UC Davis Management Development Program\)](#)

This program consists of five sessions of a synergistic learning experience to help you overcome barriers, become more productive and transition yourself more effectively into a leadership role.

- Session 1: The Changing Role of the Manager
- Session 2: Managing Through Change
- Session 3: Teaming to Increase Performance Objectives
- Session 4: Communicating with a Positive Influence
- Session 5: The Manager as Leader

Sacramento State College of Continuing Education – Leadership for the Government Executive

[\(CSUS College of Continuing Education Leadership for the Government Executive\)](#)

Sessions are scheduled one day a month, sequentially, for seven months (excluding December). A graduation celebration is held during the eighth month.

- Kick Off: Building a Mission, Vision, Values and Goals
- Building a Service Culture
- Organizational Change and Overcoming Resistance
- Coaching, Mentoring and Motivating Others

- Teams and Teamwork
- Leadership Communication
- Measuring Success

TRAINING RESOURCES

The ARB Training Plan and Guide enables staff to access the latest information easily and efficiently. Additionally, the document identifies both in house and private training courses available to ARB employees.

INTERNAL RESOURCES

ARB offers employees in house and tutorial educational training designed to augment the skills required in their current positions and to increase their advancement opportunities.

ARBInside (ARB INTRANET)

The Training Section has created a [Training Resources](#) section on ARBInside. This in house training page provides valuable current information to employees, and links to informative and relevant sites, covering a variety of subjects. The Training Section makes it a priority to add new items and keep current information for employees at the push of a button. The link to [CPS](#) provides an electronic catalog of available training classes.

Training and Compliance Assistance Branch

ARB Enforcement Division's training program has developed extensive continuing education designed to further the development of the environmental specialist. These classes are designed for government and industrial personnel, environmental compliance professionals, environmental crime task force members, law enforcement personnel, public interest groups, and consultants. The Training and Compliance Assistance Branch offers a standardized core curriculum from entry level to advanced continuing education. The courses encourage and facilitate communication and networking among air pollution personnel with the goal of achieving emission reductions and solving problems through knowledge, assistance, and teamwork.

Office of Information Services (OIS)

OIS provides training opportunities to help employees learn ARB's technology tools. The focus of the training is the standard ARB desktop applications. The Tutorial Library has titles that cover additional applications and subjects of interest. The Information Technology Training page lists many training resources. Contact OIS directly or visit the [Information Technology Services, Software and Services Help](#) page on ARBInside.

EXTERNAL RESOURCES

The following off site educational facilities identify specific classes, programs, conferences and seminars available to ARB employees wishing to further advancement possibilities:

[Department of Technology Services \(DTS\)](#)

Information technology training in mainframe, networks, datacomm, web development, personal computer application, and other high end technical and related topics, is provided by DTS at a low cost. Contact DTS at (916) 739-7502 for additional information.

[State Personnel Board \(SPB\)](#)

SPB's Technical Training Program provides a variety of personnel related training classes and programs to meet the professional development needs of State of California employees. Contact SPB at (916) 653-2085 for additional information.

[UC Davis Extension](#)

UC Davis Extension is the professional and continuing education branch of UC Davis and your link to the many resources available from UC Davis. Contact UC Davis Extension at (800) 752-0881 for additional information.

[CSUS College of Continuing Education \(CCE\)](#)

CSUS CCE offers various courses and programs for personal and professional development. Contact CCE at (916) 278-4433 for additional information.

Private Training Institutions

Private training institutions brochures and advertisements regarding their available training opportunities are posted on ARB Training Bulletin Boards located in ARB offices and laboratories.

Conferences

ARB encourages staff to keep abreast of the latest information by attending conferences and seminars promoting training and education. Available advertisements and brochures are located on ARB Training Bulletin Boards.

University and College Programs

ARB supports upward mobility programs through educational opportunities. Some university and college programs may be paid for through the ARB Training Program. Employees should review their [BU agreement](#) for training reimbursement benefits specific to their BU.